

# Headquarters U.S. Air Force

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*I n t e g r i t y - S e r v i c e - E x c e l l e n  
c e*



## Force Development

**Mr. Charlie Williams, Jr.**

**Deputy Assistant Secretary  
(Contracting)**

**Assistant Secretary (Acquisition)**

**07 October 04**

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# Leadership Vector



U.S. AIR FORCE

“Our new Force Development construct is designed to make sure we place the right technical and leadership skills in the right places with the right people who are educated and trained for success. **Our goal is to create and grow leaders capable of taking our Air Force to the next level of excellence.**”

John P. Jumper, General, USAF  
Chief of Staff of the U.S. Air Force



“Force Development requires that we transform to meet new and unexpected challenges, **shape the Force to meet operational requirements, and develop the proper balance of skills** needed to maintain our dominant position as the world’s greatest Air Force.”

Roger A. Brady, Lt Gen, USAF  
Deputy Chief of Staff,  
Personnel



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# Leadership Vector



## Civilian Force Development



*"...to create and grow leaders capable of taking our Air Force to the next level of excellence...This program will be backed with the commitment and resources to make it successful."*

Chief's Sight Picture, 2 May 03



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# Force Development Doctrine



## Development

**The series of experiences & challenges, combined with education & training opportunities, that produce AF leaders**

## Levels of Development

- **Tactical - Personal Leadership**
- **Operational - Leading People/Teams**
- **Strategic - Leading The Institution**

# **Why is a Deliberate Focus on Force Development Necessary?**





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# Force Development



- We now work and live in a different environment
  - Change is Constant
  - Fewer Resources
  - Expanded Skills Required
  - Increasing OPSTEMPO
  - Preparation for Senior Leadership Opportunities
- We must have a broader understanding of
  - Who we are
  - What our mission is
  - What the warfighter thinks is important

***Bottom Line: We must understand the needs and focus of our customer!!***



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# Force Development



- We must be an agile and strategic force
  - Emphasis on civilians taking PME courses and Senior Service Schools
  - Developing One Force: Officer/Civilian/Enlisted
  - Business-savvy, not just FAR-savvy
  - Functional Depth and Acquisition Breadth
  - Creative Solutions and Innovation
  - Thoughtful Risk Taking
  - Result Driven with a Strategic Business Focus
  - Building Coalitions/Communications



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# Key Elements of Force Development



- Force Development Corporate Structure
- Career Planning Diagram – career path plan
  - Framework for career planning
- Officer/Civilian Career Development Plan (O/CDP) career game plan
  - Reliance on reporting chain input
- Development Teams (DT) – FD execution
  - Development Vectors / Guidance / Feedback
  - Cross-functional collaboration
  - Assignment team / CCP interplay



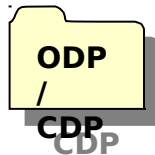


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# Force Development: The DT Process



**Team Provides  
ODP/CDP Feedback to  
Individual AND  
Supervisor/CC**



**Officer/Civilian Fills Out  
Officer/Career  
Development Plan  
(ODP/CDP)**

**Officer & Civilian Career  
Development Plan  
A Continuous, Dynamic Cycle**



**Professional  
Development Teams  
Review AFSC Health and  
Sets Objectives ...  
AFPC/CCP is Full Time**



**Supervisor/CC AND  
Individual Review  
ODP/CDP During  
Feedback Session**

**Team Rep**



**Air Force Contracting: Expeditionary - Agile -**



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# Force Development:

## Civilian Process will mirror Military Process



- Needs of Civilians and Military in terms of growth and development are very similar
- Civilian education and experience should be equivalent to current military opportunities
- Civilians must be prepared to be mobile in order to become fully developed leaders
  - Provides a much broader base from which to create visions and solve problems
  - Establish a professional network and builds coalitions
  - Expands career path options
- GS-15 Tier 1 and Tier 2 jobs will be filled using Corporate Procedures



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# Force Development: CCP Developmental Team Status



- Civilian DT held Apr 04
  - Reviewed all GS-15, Career Broadeners, DLAMP and started GS-14
  - Employees/Supervisors received feedback
- Civilian DT held Aug 04
  - Completed GS-14 review
  - Employees/Supervisors received feedback
- Total Records reviewed 318
  - GS-15 - 87
  - GS-14 - 196
  - CB - 29
  - DLAMP - 6



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# Force Development: Officer Developmental Team Status



- Battle Rhythm:
  - Spring DT: vector summer Lt Col movers
  - Summer DT: select SQ/CCs, IDE/SDE, vector Major movers for following year
  - Fall DT: Sourcing Sq/CC, vector grad CCs, IDE/SDE (vector assignments/mod III), AFIT/EWI (DT approval assignments)
  - AFPC assignment team to provide CGO vectors when the officer is in the VML (starting Spring 05 cycle)
- 64P DT has vectored 424 of 558 FGOs
  - Feedback provided by AQC, LGC or PK
  - Most of those without vectors are Majors



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# The Road to Professionalism





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# The Road to Professionalism

## **1990 DAWIA**

- **PURPOSE:** Improve acquisition process
- **Each service:** Establish an acquisition career program



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# The Road to Professionalism

## **1990 DAWIA**

- PURPOSE: to establish a

pro **1991-1992 Acquisition Professional Development Policy**

- E  
ac

- *Set minimum qualification standards*
- *Defined critical acquisition position*
- *Four year degree or 24 hours in business courses*
- *Established three levels of APDP*



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# The Road to Professionalism

## **1990 DAWIA**

- PURPOSE: to establish a standard for acquisition professionals

## **1991-1992 Acquisition Professional Development Policy**

- E
- ac

## **1993 Acquisition Corps Implementation**

- Se
  - De
  - Fo
  - Es
- For GS-13/0-4 level
  - Must be in Acq Corps to hold Critical Acq Position
  - Bachelor's degree or APDC approval and certification (not been used in contracting)
  - 4 years experience and APDP Level II/ Fully Sat appraisal





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# The Road to Professionalism

## 1990 DAWIA

- PURPOSE: to establish a professional development policy for acquisition professionals

## 1991-1992 Acquisition Professional Development Policy

- E - 1993 Acquisition Corps Implementation

- ac - For GS 12/13/14 level

- De - 2000 Section 808

- Fo - Must - After 09/00 must have degree AND 24 hours in business

- Es - Back - COs above the SAT to obtain 4 year degree and 24 business credits

-4 year - MAJCOM waiver for others who "possess significant potential for advancement"



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# The Road to Professionalism

## 1991-1992 Acquisition Policy

- Set minimum qualifications
- Defined critical positions
- Four year degree requirement
- Established three levels of positions

- **PURPOSE:** Improve acquisition process
- Each service: Establish acquisition career program

## 1993 Acquisition Corps Implementation

- For GS-13/0-4 level
- Must be in Acq Corps to hold Critical Acq Position
- Bachelor's degree or certification (not been)

## 2000 Section 808

- After 09/00 must have degree AND 24 hours in
- 4 year degree and 24

**FORCE  
DEVELOPMENT**

hires after 09/00

- Established SecDef development program for those w/out degree, but with 24 business credits, or for those w/out business credits but have 4 year degree
- Have three years to complete requirements
- Separate requirements for CCOs



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# Roadmap of the Contracting Workforce:

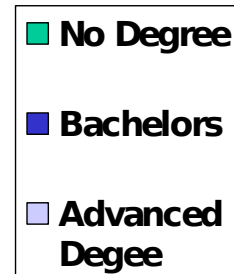
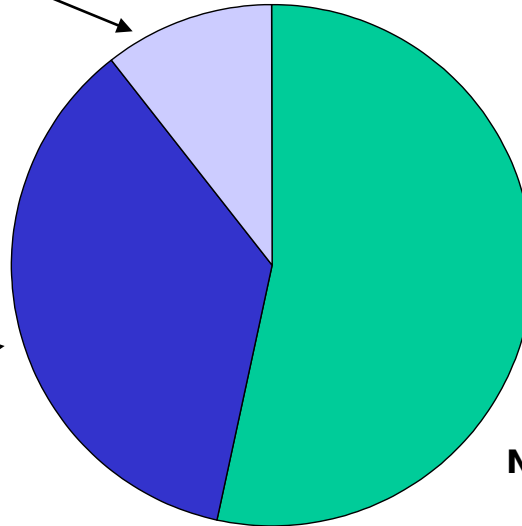


**FY  
1981**

Advanced Degree  
10%



Bachelors 36%



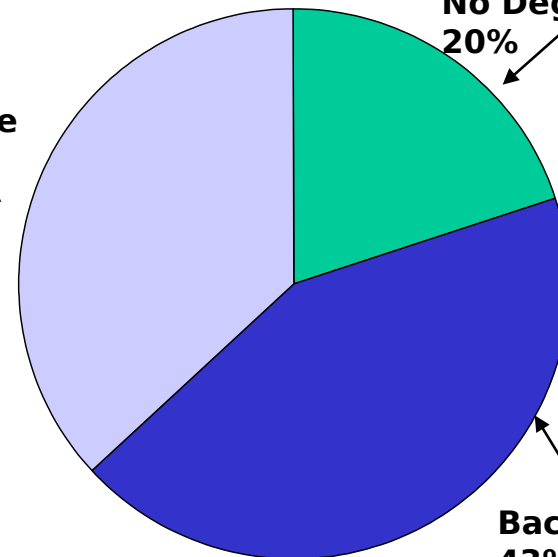
No Degree 54%

**FY  
2004**

Advanced Degree  
37%



No Degree  
20%



Bachelors  
43%



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# The Road to Force Development





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# The Road to Force Development

**Nov 02 Chief's Sight  
Picture**

**Implement Force  
Development in 3 parts:  
Officer, Civilian, Enlisted**

**"It's time for a new way  
of thinking."**



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# The Road to Force Development



**Nov 02 Chief's Sight**

**Force  
in 3 parts:  
, Enlisted  
new way**

**Apr 03 Chief's Sight  
Picture**

***"Provide enlisted  
members the tools they  
need to be most  
successful."***



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# The Road to Force Development

## **May 03 Chief's Sight Picture**

***Civilian Force Development will flow from the same principles that govern our uniformed programs***

### **03 Chief's Sight Picture**

***Civilian Force Development will flow from the same principles that govern our uniformed programs***





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# The Road to Force Development

**Oct 03 Chief's Sight Picture**

**Spread the Word!**

**MAJCOM teams visit each base**

**03 Chief's Sight Picture**

*Force Development flow from the same principles that govern our armed programs*





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# The Road to Force Development

**AFPC Implements  
Officer  
Development  
Plan/Civilian  
Development Plan  
Process**

Picture

each base

Chief's Sight

Force Development  
will flow from the same  
principles that govern our  
uniformed programs



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# The Road to Force Development

**Refine process  
And...  
Communicate,  
Communicate,  
Communicate!**

Picture

ach base

May 03 Chief's Sight  
Picture

Civilian Force Development will flow  
from the same principles that govern  
our uniformed programs

**AFPC Implements  
Officer  
Development  
Plan/Civilian  
Development Plan  
Process**

Oct 03 Chief's Sight Picture

Spread the Word!

MAJCOM teams visit each base



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# The Road to Force

## Development

**May 03 Chief's Sight Picture**

*Civilian Force Development will flow from the same principles that govern our uniformed programs*

**Apr 03 Chief's Sight Picture**

*"Provide enlisted members the tools they need to be most successful"*

**AFPC Implements Officer Development Plan/Civilian Development Plan Process**

**Oct 03 Chief's Sight Picture**

**Spread the Word!**

**MAJCOM teams visit each base**

**Nov 02 Chief's Sight Picture**

*Implement Force Development in 3 parts: Officer, Civilian, Enlisted*

*"It's time for a new way of thinking."*

**Refine process And... Communicate, Communicate, Communicate!**



# Culture Change

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- Culture change is difficult, however we must remain vigilant and steadfast in the pursuit of our goals
  - Requires high individual commitment
  - Civilians and Military must become equal partners on the Air Force leadership team
- We will encounter obstacles along the way, but we must not retreat!
- The USAF goal is to create and grow leaders capable of taking the AF to the next level of excellence
- “The right people, in the right place, at the right time!”

***Stay the course!***



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# AF Contracting “In the Fight”



***“In contracting everything is negotiable except the level of support we give our troops. In this there is no compromise, no substitute, no excuse. We give our all... end of story.” - Mr. Charlie E. Williams, Jr.***

